

THE ANALYSIS OF JAPANESE RESTAURANT'S MARKETING STRATEGIES (Case of Saboten Shokudo Restaurant and Sugoitei Restaurant, Malang)

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Abstrak

Tujuan dari penelitian ini adalah: (1)Menganalisis strategi pemasaran Restoran Jepang menggunakan analisis SWOT, IFE (Internal Factor Evaluation) dan EFE (External Factor Evaluation), (2)Membahas strategi pemasaran yang diterapkan Restaurant Jepang melalui analisis QSPM, (3)Memberikan strategi terbaik untuk Restaurant Jepang menggunakan (Quantitative Strategic Planning Matrix). Jenis penelitian ini menggunakan pendekatan kualitatif dengan analisis data IFE, EFE, dan QSPM matrix. Hasil penelitian menunjukkan bahwa: (1)Temuan yang ditemukan dalam penelitian ini berdasarkan kekuatan, kelemahan, peluang, dan ancaman adalah memiliki letak yang strategis, alat promosi hanya mengacu pada jejaring sosial, populasi yang tinggi mempengaruhi aktifitas pembelian, dan naiknya harga BBM mempengaruhi harga bahan baku, (2)Alternatif strategi yang dapat digunakan oleh restoran melalui QSPM adalah pengembangan produk dan penetrasi pasar, (3)Berdasarkan QSPM, alternatif strategi pemasaran terbaik untuk Restoran Jepang di Malang adalah Pengembangan Produk. Restoran Jepang di Malang dapat menggunakan strategi ini untuk menghadapi kompetisi pasar. Maka, perusahaan diharapkan dapat mengembangkan dan membenahi strategi pemasaran agar dapat mengatasi para pesaing.

Kata kunci : Strategi Pemasaran, EFE (External Factor Evaluation), IFE (Internal Factor Evaluation), SWOT, dan QSPM

Abstract

This study aimed to: (1) Analyze marketing strategy of Japanese Restaurants using SWOT analysis, IFE (Internal Factor Evaluation) and EFE (External Factor Evaluation), (2) Examine marketing strategy applied by Japanese Restaurants through QSPM analysis, (3) Giving the best strategy for Japanese Restaurants through QSPM (Quantitative Strategic Planning Matrix). The type of this research used qualitative approach with matrix data analysis. Research method in this research is descriptive qualitative and data analysis using IFE, EFE, and QSPM matrix. The result of the study reveals that: (1)The finding of the research according to both of management in strength, weakness, opportunity, and threat are location of Restaurants is strategic, they just focus on social network to promote their product, high population would increase the purchase activity, and the high price of gasoline would impact in raw material, (2)The alternative strategy for Japanese Restaurant through QSPM are Product Development and Market Penetration, (3)The best strategy for Japanese Restaurants through QSPM is Product Development. Japanese restaurants in Malang might doubt this strategy to fight the competition. Therefore, the company is expected to improve and maintain the marketing strategies to cope with the competitors.

Key words: Marketing Strategy, EFE (External Factor Evaluation), IFE (Internal Factor Evaluation), SWOT, and QSPM

1. INTRODUCTION

Global crisis which force the food industry that affect to the environment of company is changes rapidly. Professionalism of the

restaurant's management is needed. Controlling and managing the company should be balanced with the strategy analysis to survive in the market competition. Competition in the field of food

industry is tighter, so Japanese Restaurant in Malang should implement appropriate marketing strategies that can be used as a weapon in competition between many restaurants. Marketing strategy is a outlines of a plan in the expectations of the Company to fight the market competition.

According to Chandra (2002:93) the company can be has two or more marketing program, because each type of program (such as advertising, sales promotion, personal selling, customer service, or product development) has a different effect depending on the demand. Since the last two years this trend of the market and consumers are changing, the market and consumers become more sensitive to the quality and variety of consumer products and services. Specified the phenomenon in Saboten Shokudo, this restaurant change its orientation by positioning himself as having slogan "cozy taste, cozy price, cozy place" in order to control the minds of consumers and make improvements to the service system with delivery service. The other japanese restaurant named Sugoitei Restaurant has a slogan "Great place and good taste", this slogan is pointed to make customer interested.

In general, companies in the marketing process using a strategy commonly known as the marketing mix. According to Kotler (2005:86) The marketing mix involves the product, price, promotion, and place. These four factors is a unity that must be considered by the marketing managers in their policy regarding marketing strategies. Looking from the fact that there are several competitors in the field of food industry there are strategies undertaken just to attract consumers, the Japanese Restaurant in Malang perform a strategy that is able to attract loyal customers. Strategy according to Jauch and Glueck (2005:12) is a unified plan, comprehensive, and integrated that unites the advantages of a company with environmental challenges and is designed to ensure that the primary purpose of an enterprise can be achieved through proper execution.

Location of the research was choose in Saboten Shokudo at Jl. Raya Dieng No.18 Malang and Sugoitei at Jl. Panderman No. 11 Malang. These two Restaurants have a different strategies and differents characteristic in the environment factors, the choosing of two restaurant with different segmentation is a goal of the researcher to

find the distinguish and the similarity in general strategies which is applied by Japanese Restaurant in Malang.

2. LITERATURE REVIEW

The research about this research had ever researched by Aldianto & Garthinda (2012), research location was taken in Warung Lepak Bandung. Hashemi, Mazdeh, Razeghi and Rahimian (2009), this research investigated position in Iran's glass industry by SWOT and QSPM analysis. Maidayanti (2013) using SWOT Analysis to find the strength, weakness, opportunity, and threat of restaurant. Shojaei, Taheri, and Mighani (2010) and Khotimah (2011) evaluating the strategic options and determination of relative attractiveness of strategies by SWOT analysis, IFE and EFE.

Strategy

According to Jauch and Glueck (2005:9) strategy is a plan that is put together, linking a broad and integrated with the company's strategic advantages and environmental challenges that are designed to ensure that the objectives of the company can be achieved through proper execution by the organization. According Tjiptono (2008:3) defined strategy as a plan for the distribution and use of military force and the material in certain areas in order to achieve certain goals. Strategies are means to achieve the company's objectives in relation to long-term goals, follow-up programs, and resource allocation priorities (Rangkuti, 2006:3). From some definition of the strategies above, it can be said that the strategy is a plan of integrated enterprise in order to achieve the company's objectives with regard to environmental factors.

Market Segmentation

Markets consist of buyers, and buyers differ in one or more ways. They may differ in their wants, resources, locations, buying attitudes, and buying practices. Through market segmentation, companies divide large, heterogeneous markets into smaller segments that can be reached more efficiently and effectively with products and services that match their unique needs. In this section, we discuss five important segmentation topics: levels of market segmentation, segmenting

consumer markets, segmenting business markets, segmenting international markets, and requirements for effective segmentation. Because buyers have unique needs and wants, each buyer is potentially a separate market. Ideally, then, a seller might design a separate marketing program for each buyer. However, although some companies attempt to serve buyers individually, many others face larger numbers of smaller buyers and do not find complete segmentation worthwhile. Instead, they look for broader classes of buyers who differ in their product needs or buying responses. Thus, market segmentation can be carried out at several different levels.

Market Targetting

A company that practices segment marketing isolates broad segments that make up a market and adapts its offers to more closely match the needs of one or more segments. Thus, food markets to a variety of segments business travelers, families, and others with packages adapted to their varying needs. Segment marketing offers several benefits over mass marketing. The company can market more efficiently, targeting its products or services, channels, and communications programs toward only consumers that it can serve best and most profitably. The company can also market more effectively by fine-tuning its products, prices, and programs to the needs of carefully defined segments. The company may face fewer competitors if fewer competitors are focusing on this market segment.

Market Positioning

Once a company has decided which segments of the market it will enter, it must decide what positions it wants to occupy in those segments. A product's position is the way the product is defined by consumers on important attributes the place the product occupies in consumers' minds relative to competing products. Positioning involves implanting the brand's unique benefits and differentiation in customers' minds. Thus, Tide is positioned as a powerful, all-purpose family detergent; Ivory Snow is positioned as the gentle detergent for fine washables and baby clothes. In the automobile market, Toyota Tercel and Subaru are positioned on economy, Mercedes and Cadillac on luxury, and Porsche and BMW on

performance. Volvo positions powerfully on safety.

Consumers are overloaded with information about products and services. They cannot reevaluate products every time they make a buying decision. To simplify the buying process, consumers organize products into categories they "position" products, services, and companies in their minds. A product's position is the complex set of perceptions, impressions, and feelings that consumers have for the product compared with competing products. Consumers position products with or without the help of marketers. But marketers do not want to leave their products' positions to chance. They must *plan* positions that will give their products the greatest advantage in selected target markets, and they must design marketing mixes to create these planned positions.

Marketing Mix

Marketing mix is one of the basic concepts in modern marketing. The marketing mix is a set of controllable marketing variables which companies combine to produce the desired response in the target market. Kotler (2002:19) explained that marketing mix (4P) includes product, price, place, and promotion:

- a. Product: everything that is offered to a market to desire a need.
- b. Price: the amount of money required to obtain a number of items and their communication services.
- c. Place: a marketing activity that seeks expedite or facilitate the delivery of goods and services from producers to consumers so that its use as required.
- d. Promotion: a form of marketing communication, marketing activities trying to spread information, influence or persuade and remind the target market or the company and its products to be willing to accept, buy, and loyal to the products of the company concerned.

It can be concluded that the marketing mix is a term that describes all elements of the marketing and production of factors that are deployed to achieve the company's goals, such as achieving profits, increased sales targets, dominate the market, and so on. Company in determining the marketing mix must be adhered to the principle of

economy, namely "with certain sacrifices want to get maximum results", then the company must combine the elements of the marketing mix as well as possible.

SWOT Analysis

The SWOT analysis enables to decision makers in a company using logical frameworks in the discussion that they do concerning the situation in a different organization, the identification and analysis of viable alternatives to be considered and finally settled on the most potent alternative estimated. SWOT analysis is the systematic comparison between external opportunities and threats on the one hand and the internal strengths and weaknesses on the other. The main challenge in the application of SWOT analysis is in the identification of the exact position of a business unit.

Quantitative Strategic Planning Matrix (QSPM)

This matrix serves to help managers analyze where the best strategy based on previous analyzes. Alternative strategies that appear to be assessed and calculated in advance which ones are most worth applied by the company. In concept, QSPM determine the relative attractiveness of various strategies based on how far the key success factors of internal and external.

3. RESEARCH METHOD

This research is a descriptive qualitative research, research which there is explanations and observations with timescales pattern particular. Marzuki (2004:8) states merely descriptive research will describe the state of an object or problem and it is not intended to take or draw conclusions that are commonly used. Given the nature of this research has perspective (Emic) meaning that the data presented in the form of description of the language, worldview research subjects Hamidi (2004:70)

The data used in this study consists of two types of data are primary data and secondary data. Primary data were obtained from direct observation (observation) and through interviews and questionnaires with restaurant owners and restaurant managers. Secondary data were obtained from the information supports.

Research Focus

The focus of the study is to Determine of a thing to be the center of attention in research. By Determining of the research focus and will be Able to limit this study will facilitate in getting information. According to research problems. The focuses of the research in this study, such as:

1. Marketing strategy that applied by Restaurant.
2. Internal and external factors that become strength, weakness, opportunity, and threat in the face the competition.

Data Analysis

This research collects all the available data, both primary data (through interviews and observations) and data secondary (through documentation). Then analyzed and finally draw conclusions for its analysis. Data analysis will be conducted after the researcher to collect the necessary data. Researchers analyzed using SWOT analysis method that includes analysis of IFAS and EFAS as part of a SWOT analysis. Which is based on the objective conditions of external and internal environment. The chosen research method for this study at the time of the competitive strategy adopted by Restaurant in increasing sales volume. So it is necessary to use SWOT analysis to analyze the internal environment and the external environment. Research methods and data analysis consisted of descriptive data and analysis of three-phase strategy formulations. The analysis tools used in formulating the company's strategy is the matrix of internal and external factors, SWOT matrix and matrix QSPM.

Research Instrument

A research need instruments that can support the collection of necessary data. According Arikunto (2010; 151) research instrument used by researcher to be come a facilitator in collecting the data in order to work becomes easier and the results better, in terms of more accurate, complete, and systematic, so it is more easily processed.

The research instrument used by researcher are as follows:

1. Researcher, the activities of researchers in collecting the data. According Sugiyono (2008: 222) who became an instrument of research is

- the researchers themselves. Researcher observe and collect data relating to the cases in the study.
2. Interview guide, which is to guide conduct interviews with informants to obtain data or information related to the research focus.
 3. Field notes, is notes made by the researcher during the study when recorded information derived from observation, documentation, and interviews.

Trustworthiness of Data

Trustworthiness

Moleong (2006:178) defines that triangulation is a correction techniques which uses something out of the data for verification or as a comparison of the data. The aim is not to determine the truth about some social phenomenon or cancel out of bias in any one research method or data source. Rather the purpose of triangulation is to increase one's understanding of whatever is being investigated. The data triangulation was done by analyzing a partly of restaurant's strategy in face the competition during internal and external factors.

Credibility

Ary (2010:497) states "Credibility in qualitative research concerns the truthfulness of the inquiry's findings. Credibility or truth value involves how well the researcher has established confidence in the findings. The researcher has an obligation to present the realities of the research participants as accurately as possible and must provide assurances in the report that this obligation was met."

Transferability

In this stage the researcher convey over all of the steps has been done correctly, gently, systematically and believable. So for the next study if there are new researcher and reader who would comprehend this research easily. Ary (2010:501) clears "Transferability is the degree to which the findings of qualitative study can be applied or generalized to other contexts or to other groups. Although qualitative researcher typically does not have generalization as a goal, it is his or her responsibility to provide sufficiently rich, detailed, thick description of the context so that potential users can make the necessary comparisons and judgments about similarity and hence transferability."

Dependability.

Means the consistency of behavior, or the extent to which the data and finding would be similar if the study were replicated. To enhance the dependability, the researcher wanted to demonstrate that the methods used are reproducible and consistent, that the approach and procedures used are appropriate for the context and can be documented, and that external evidence can be used to test conclusions. For conducting dependability requires audit for over all the process of research. It also need independent auditor or advisor for auditing all of the activities.

Conformability.

In conducting conformability almost the same with dependability, so the researcher is able to do it in the same time. Doing conformability means that testing the research result related to the process. If the result is the function of research process, thus the result seizes the conformability standard. Again, in enhancing the conformability need triangulation approach as the corroboration of rigor in data validity to make perfect.

4. FINDING AND DISCUSSION

Findings

These two Restaurants have a different strategies and different characteristic in the environment factors, the choosing of two restaurant with different segmentation is a goal of the researcher to find the distinguish and the similarity in general strategies which is applied by Japanese Restaurant in Malang. The data which found by Researcher can be look at table below.

Internal Factors	
Saboten Shokudo	Sugoitei
Saboten sell products with good quality	Location of strategic company
Saboten have qualified human resources.	Loyal Consumers
Location of Saboten is strategic enough.	Safe and comfortable situation
The product price of Saboten is accordance of customer expectations.	The taste and quality of a product
The production process any products that are sold at Saboten have a Standard Operating Procedure (SOP)	Satisfactory consumer to the service
Saboten has cleanliness and convenience place.	Conditions of companies that do not has debt

Saboten have not halal certification.	There is no official website of the restaurant Sugoitei
Saboten has not a special price in paket menus	The building is not owned by restaurant
Promotional activities are conducted only through social networking.	Upper middle class market segmentation.
External Factors	
Saboten Shokudo	Sugoitei
High population will increase the purchase activity.	Malang city as a tourist destination and the city education
Saboten is the pioneer of japanese restaurant in Malang	High population growth rate which increases the potential market
Information technology is an opportunity for Saboten to market their products.	Women who are working increasing the demand for purchase activity
Saboten has not any fix supplier for raw material, they can use any supplier.	Technology of restaurant to grap new consumer trough internet
Saboten has a loyal customer.	The high competition in market
High competition in the food industry	The threat of the new competitor.
The increasing price of raw materials and gasoline	The threat of substitution product.
The treath of new restaurant	The increasing price of fuel and electricity tariff.

Discussion

The strength factor, in general Japanese Restaurant has similarity on strategic of location, since the choose appropriate location which near to the target market, namely student and family. For example, Saboten that located at the central of city in Sawojajar, Malang. Sawojajar is one of the biggest regency in Malang, which consist of many family. On the other hand, Sugoitei that located at Jl. Ijen which near to the campus that have many students as target market. Thus, location become one of the main strength both Japanese Restaurant. This result support previous studies from Maidayanti (2013) who has research on Ale-Ale Restaurant, Pontianak. The study saw that choice of location is important for marketing strategy to Restaurant.

The variable of strength that make it different is price of product, Saboten has a strength on it because they has cheaper price than their competitor, different with Sugoitei which has more expensive because their target market is middle up class. The finding of the reseach according to both of management in strength factors is relatively same.

The weakness factor, in general Japanese Restaurant has similarity on promotion activities are conducted only through social networking, The restaurant just focus on this promotion type. On the other hand, Sugoitei that used same strategic just focus on social network to grap his target market. Thus, promotion strategic become one of the main weakness both Japanese Restaurant. This result support previous studies from Syamsuri (2010) who has research on Ayam Bakar Wong Solo, Malang. The study saw that Restaurant has weakness on the promotion because the restaurant just used promotion in consumer telling to other people about that Restaurant, it did not use any tools like website or social network.

Both of them have a weak in technology and information system of marketing, they also have a weak in price management which Saboten has not paket menu and Sugoitei has a expensive price even the raw material is similar with raw material of Saboten.

The opportunity factor, in general Japanese Restaurant has similarity on the opportunity in the increasing of population in Malang would give big impact for purchase activity, because the population in malang consist of students and family as their target market. The number of population in Malang always increase because Malang as the education city is consist of students come from many city out of Malang. Thus, population become one of the main opportunity both Japanese Restaurant. This result support previous studies from Lazuardi (2008) who has research on Makaroni Panggang, Bogor. The study saw that population in Bogor is opportunity for the Restaurants to grap the high purchase activity.

According to the analysis can be concluted that the threat of any restaurant has similar threat in the market competion.

The strength, weakness, opportunity, and threat that was found are entered into internal and external analysis, which both of restaurants have different value of it. The internal value of Saboten is 0,31 in average, this value mean that the restaurant has a strong enough to hold and maintain the market competition because the value is more than 0,2. The restaurant which has less than that value is hard to hold the market competition. This analysis result is similar with Sugoitei which has value 0,34 in average.

The external analysis both of restaurants give the evidence that they have strong enough to take the opportunity and fight the threat which the analysis result's value of Saboten is 0,35 and Sugoitei is 0,28. The value of Saboten is more than Sugoitei because the external factors of Saboten is more strong than Sugoitei which has explained in finding of the research.

In the alternative strategy result according on QSPM analysis is quite different for both of restaurants. The alternative strategy of Saboten is market penetration which is the restaurant should has more creative in process the exist product and manager has to more active in marketing side to promote their product. Different with Sugoitei which has the result of alternative strategy is market development. Sugoitei which has a variety of products recommended to be more creative in terms of processing food, to avoid consumers who are bored. Sugoitei also have to make a new product to take over medium-class consumers by providing low prices. From this analysis result that both of Restaurant has different alternative strategy, the alternative strategy of Saboten which is market penetration is suitable with the previous studies by Shojaei, Taheri, and Mighani (2010) in Damirchi Industrial Factory, Iran. The result of Strategic planning for a food Industry Equipment manufacturing factory, Using SWOT Analysis, QSPM, and MAUT (Multi Attribute Utility Theory) models is QSPM matrix analysis that market penetration to entering and capturing the regional markets constituted the first priority. The result of QSPM matrix of Sugoitei Restaurant support previous study by Hashemi, Mazdeh, Razeghi and Rahimian (2010) entitled Formulating and Choosing Strategies Using SWOT Analysis and QSPM Matrix: Case Study of Hamadan Glass Company, case on Hamadan Glass Company, Iran. The research conducted in Glass Company, However, the strategy analysis resulted can be applied to the restaurant type of business.

Business owners who want to strengthen their company can use marketing strategies to alter their position in the overall market. For example, market development strategies help a company increase its customer base, while market penetration strategies help increase sales to existing customers.

Considerations, Small businesses should choose the most cost-effective marketing strategy. For example, Saboten Shokudo Restaurant might not have the financial resources to open a new physical location in a distant market. So its owner probably would find it most cost-effective to market his services in new regions.

CONCLUSION AND SUGGESTION

Conclusion

1. The researcher found several strength, weakness, opportunity, and threat that become internal and external factor both of restaurants. Strength factors which found are Saboten sell products with good quality, Saboten have qualified human resources, Location of Saboten is strategic enough, The product price of Saboten is accordance of customer expectations, The production process that are sold at Saboten has a Standard Operating Procedure (SOP), and Saboten has cleanliness and convenience place. Different with Sugoitei which has different strength according to their management, thus are location of Sugoitei is strategic, they has loyal consumers, there is a save situation and comfortable in the restaurant, they has a good and quality product, satisfactory consumer to their service, and they has not debt or credit in the bank. The variable of strength that make it different is price of product, Saboten has a strength on it because they has cheaper price than their competitor, different with Sugoitei which has more expensive because their target market is middle up class. The finding of the research according to both of management in strength factors is relatively same.
2. According to the result of alternative strategy both of restaurants, Saboten and Sugoitei has a different strategy, the alternative strategy might be adapted by another Japanese restaurants in Malang, the strategy are market development and market penetration, but, the best alternative strategy is product development, according to the result of QSPM, market penetration of Saboten get the score 5,43 and product development of Sugoitei get the score 5,90. It might be concluded that Japanese restaurants in Malang might doubt this strategy to fight the competition.

3. The best strategy for Japanese Restaurants through QSPM are:
 - a. The best alternative strategy for saboten is market penetration which is the restaurant should has more creative in process the exist product and manager has to more active in marketing side to promote their product.
 - b. The best alternative strategy for sugoitei is market development which is a variety of products recommended to be more creative in terms of processing food and has to be more carefully in management pricing.

Suggestion

1. Competition of restaurant that occurred in the Malang city is very tight, so that is why the management of the restaurant should be able to implement strategies to cope with the competitors. Sugoitei and Saboten are two restaurants that face this competition. Management must be able to read the direction of the competitors, in order to anticipate the strategies undertaken by competitors. Based on the analysis performed in this study, the researcher suggests:
2. Marketing and promotion that were done by Saboten and Sugoitei do not just focus on the marketing and promotion of social networks, but the restaurant also can do the promotion and marketing through print media, electronic media (radio) and make a website.
3. In the alternative strategy result according on QSPM analysis is quite different for both of restaurants. The alternative strategy of saboten is market penetration which is the restaurant should has more creative in process the exist product and manager has to more active in marketing side to promote their product. Different with sugoitei which has the result of alternative strategy is market development. Sugoitei which has a variety of products recommended to be more creative in terms of processing food, to avoid consumers who are bored. Sugoitei also have to make a new product to take over medium-class consumers by providing low prices.

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